



Asset Management Strategy

2021-25



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

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Foreword

This document sets out the headline objectives of our Asset Management Strategy. The strategy is one of the Enabling Strategies designed to support the Service's three Core Strategies that outline how the strategic aims of our Community Risk Management Plan (CRMP) will be delivered through our Response, Protection and Prevention services. Alongside the CRMP, the Core Strategies drive everything we do, and underpin our mission of delivering high quality and sustainable services to our communities.

Therefore, in the demanding financial and political climate we continue to face, it is imperative that we not only remain alert and agile to changing circumstances, but that we also remain at the forefront of technological advances so that we can continue to match resources to risk in the most economical, effective and efficient way as possible.

To that end, this strategy outlines how we will ensure that our buildings, ICT, fleet and equipment design, procurement and replacement cycles satisfy our organisational priorities and objectives while remaining cognisant of stakeholder needs and legislative requirements, at the heart of which is our pledge to reduce our carbon footprint and improve our environmental efficiency.

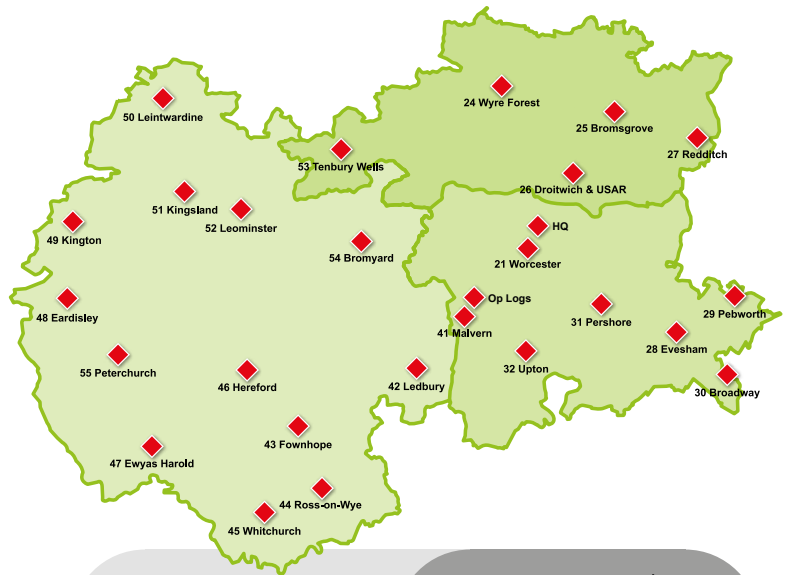
Jon Pryce
Chief Fire Officer / Chief Executive



Our Purpose, Vision and Mission

Who We Are

Hereford & Worcester Fire and Rescue Service (HWFRS) works to keep people safe from fire and other risks. We employ over 690 full-time and part-time members of staff in 770 roles, delivering a wide range of prevention, protection and emergency response services across Herefordshire and Worcestershire (an area of 392,000 hectares with a population of over 790,000 people).



25
Fire
Stations



41
Fire
Engines



Purpose

Why we are here

Keeping people safe from fire and other risks. Responding efficiently and effectively to incidents and emergencies.

Vision

What we want to do

Saving More Lives: Building on our successes to continue to make a difference, improve lives and help secure resilient communities.

Mission

What we do every day

As one professional team we will work hard every day to deliver high quality, sustainable services to our communities.

251
Wholetime
Firefighters



368
On-Call
Firefighters



24
Fire Control
Firefighters



127
Support
Staff



In 2021-22 our Fire Control service dealt with over 16,000 calls and we attended over 7,400 incidents, including property and countryside fires, road traffic collisions, water rescues, collapsed structures, hazardous materials and animal rescues (an average of about 142 incidents every week).



16,212
Calls to
Fire Control



7,419
Incidents
attended



1,605
Fires



2,385
Special Service
Incidents



3,429
False Alarms

Our core purpose, vision and mission guide us in our work to make the communities of Herefordshire and Worcestershire safer. To do this effectively we need to ensure we understand and appreciate the diversity of the communities we serve, and have a workforce that is inclusive and fully represents and understands those communities.

Who We Are: Assets

Assets

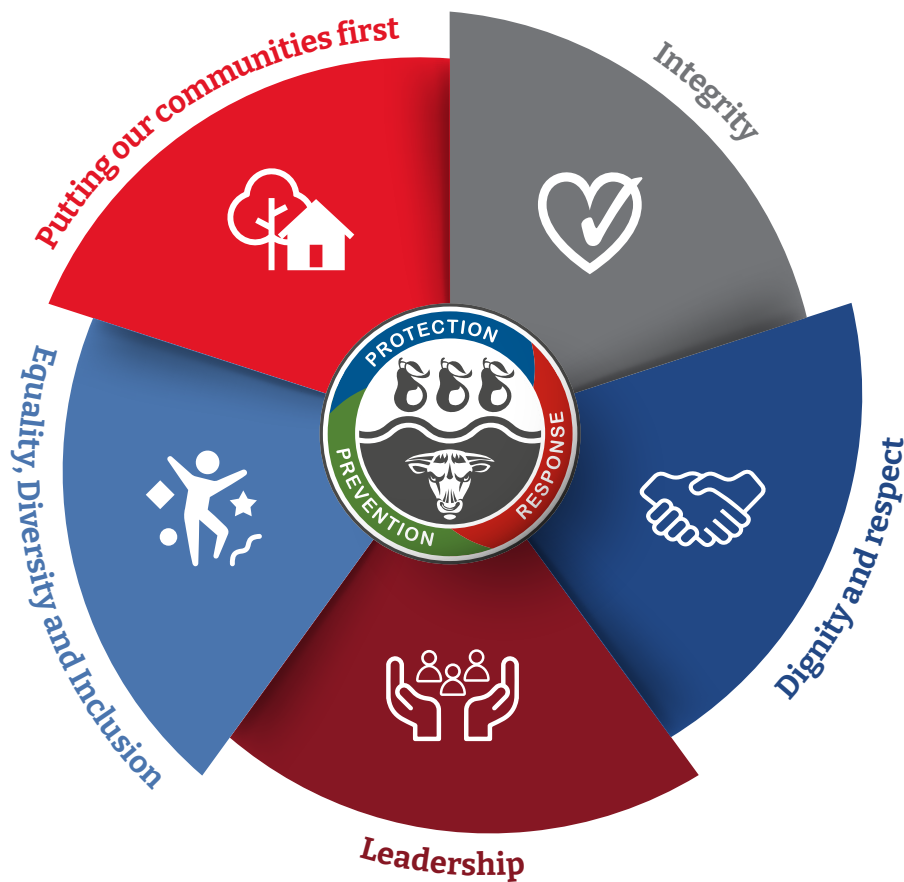
Our Asset teams manage, maintain and develop our assets: fleet, equipment, ICT, property and environmental sustainability. Hereford & Worcester Fire and Rescue Service (HWFRS) recognises that having the right tools to do the job is a crucial element to achieving our **core purpose of keeping people safe from fire and other risks. Responding efficiently and effectively to incidents and emergencies.**



This Asset Management Strategy sets out our plans for the next four years towards achieving our overarching Core Purpose, Vision and Mission and our work will be guided by the [Core Code of Ethics for Fire and Rescue Services](#).

Our Ethical Principles

How we deliver our services to achieve our core purpose is guided by the Core Code of Ethics for Fire and Rescue Services in England, which has been jointly developed by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners. The Code sets out five ethical principles, which provide the basis for promoting good behaviour and challenging inappropriate behaviour. By adopting the Code as our guiding set of values, we are committed to championing ethical behaviours that help to improve organisational culture and workforce diversity, ensuring that communities are supported in the best way.



Putting our communities first

We put the interest of the public, the community and service users first.

Integrity

We act with integrity including being open, honest and consistent in everything we do.

Dignity and respect

We make decisions objectively based on evidence, without discrimination or bias.

Leadership

As positive role models, we are accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, Diversity and Inclusion

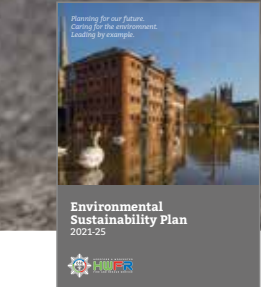
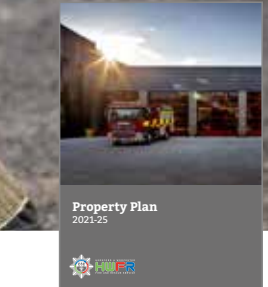
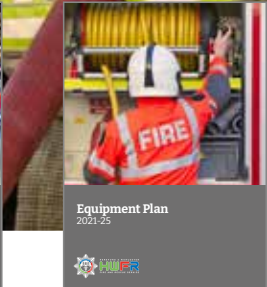
We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

Introduction

Our strategic aim is to ensure we develop and maintain a well-skilled and equipped workforce that is able to deliver sustainable, high quality firefighting, rescue, prevention, protection and support services. Our approach to the overall Asset Management Strategy is guided by five underpinning plans; **Fleet, Equipment, ICT, Property, and Environmental Sustainability**. These plans support this approach with clear **Priorities, Key Enablers** and Targets, and **Principles** as a framework for the continuous maintenance and development of our physical and digital assets across the Service.



Click to open



Principles

The approach HWFRS takes in regards of its physical assets will be governed and guided by a set of guiding principles. These principles will permeate all aspects of decision making, helping to add focus and direction to our strategic aim of developing and maintaining efficient and effective physical assets that support the delivery of sustainable, response, prevention, and protection services.

Principles	What we will do to achieve our principles
Alignment to strategies	Our approach will be aligned with HWFRS's overarching Community Risk Management Plan (CRMP), Medium Term Financial Plan (MTFP) and our core strategies of Prevention, Protection, Response and People.
Focused on our people	Our decisions relating to our physical assets will always have due regard to the views and needs of our staff and partners.
Health and safety	Safety of our staff and communities are at the heart of all that we do. As a consequence, good working relationships with local representatives, external partners and staff networks are essential in supporting Health and Safety. We will use feedback, accurate data and information to inform and support decision making.
Ways of working	We will try to deliver flexible solutions that are efficient, sustainable and support our increasingly diverse workforce in delivering services to our communities, whilst being agile enough to adapt to future changes.
Learning organisation	We will focus on organisational learning that seeks to embed the lessons learnt and use that learning to appropriately challenge and improve future decisions in regards to physical assets.
Notable practice	We will take advantage of identified notable practice wherever practical and continually seek to provide the right assets for our workforce.
Equality and diversity	In regards to our physical assets we will actively support the needs of our diverse workforce and communities, and invest where necessary.
Working to industry standards	We will seek to ensure the Service is current in maintaining and improving its assets to ensure compliance.
Collaboration	We will actively support working and sharing information with our partners, and will develop our relationships with partner organisations and actively collaborate in the procurement and maintenance of assets that will both add value to HWFRS and provide cost efficiencies.
Environment and sustainability	We will manage our assets to ensure they deliver cost-effective and sustainable services, whilst reducing our carbon footprint and protecting the environment.

Our Commitments

The Asset Management Strategy creates a framework to capture how the Service will maintain and deliver new vehicles, equipment, buildings, and digital technologies. It is a living document that will change and adapt as we move forward and each one of the plans that underpin the overarching Asset Management Strategy clearly detail how each element may need to be flexible in its delivery. Six key commitments have been identified to help ensure the Strategy delivers its aim.



1 Management, Replacement and Maintenance
We will provide a planned and transparent management, replacement and maintenance programme for our physical assets.

2 User Consultation
We will ensure we consult with any relevant stakeholders, and establish the user requirements before key decisions are taken.

3 Best Value
We will seek to obtain the best value possible for the life of the asset.

Partners Needs
We will consider the views and needs of our partners, as appropriate.

Transparent Procurement Process
Decisions on physical assets and procurement processes will be transparent.

Informed Future Decision Making
We will continually seek to obtain feedback and review the performance of physical assets to inform and support future decision making.

Legislation

There are a number of statutory functions and duties that we must carry out according to law as summarised below.

Actual Laws Governing ICT

- The Computer Misuse Act 1990;
- The Data Protection Act of 1998;
- The Copyright, Designs and Patents Act 1989;
- The Health and Safety Act of 1974;
- The General Data Protection Regulation 2016;
- Data Protection Act of 2018 has been amended to accommodate the post-Brexit changes to UK data privacy law;
- UK-GDPR (United Kingdom General Data Protection Regulation) that took effect on January 31, 2020;
- UK Data Protection Act 2018 (DPA ACT) | 2021;
- European VDU & health directive 1992; and
- Freedom of Information Act (Date Unknown).

Compliance for FRS

- Airwave Code of Connection Compliance.

Compliance for ESN

- Airwave Code of Connection; and
- Cyber Essentials Plus Certification (Organisation).

The Fire and Rescue Services Act 2004

This is the core [legislation](#) for all fire and rescue services and it details legal powers and responsibilities of Fire Authorities. A key element of the Act is that it makes the production of a National Framework document by the Secretary of State mandatory. Fire Authorities must have regard to the Framework in carrying out their functions.

National Framework Document

The [Framework document](#) sets out the Government's priorities and objectives for the fire and rescue service. It states:

- The Government's expectations for the fire and rescue service;

- What Fire Authorities are expected to do; and
- The support the Government will provide in helping them meet these objectives.

The Framework is intended to be strategic and provides the foundation on which to build local solutions, giving Fire Authorities flexibility to meet the needs of their communities.

The Policing and Crime Act 2017

Places a duty on police, fire and ambulance services to work together

The Health and Safety at Work etc Act 1974

The Health and Safety at Work etc Act 1974 is the primary piece of legislation covering occupational health and safety in Great Britain. It's sometimes referred to as HSWA, the HSW Act, the 1974 Act or HASAWA. It sets out the general duties which:

- Employers have towards employees and members of the public; and
- Employees have to themselves and to each other.

The Provision and Use of Work Equipment Regulations (PUWER) 1998

These Regulations, often abbreviated to PUWER, place duties on people and companies who own, operate or have control over work equipment. PUWER also places responsibilities on businesses and organisations whose employees use work equipment, whether owned by them or not.

Legislation (continued)

Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) – Work equipment and machinery

These Regulations (often abbreviated to LOLER) place duties on people and companies who own, operate or have control over lifting equipment. This includes all businesses and organisations whose employees use lifting equipment, whether owned by them or not. In most cases, lifting equipment is also work equipment so the Provision and Use of Work Equipment Regulations (PUWER) will also apply (including inspection and maintenance). All lifting operations involving lifting equipment must be properly planned by a competent person, appropriately supervised and carried out in a safe manner.

LOLER also requires that all equipment used for lifting is fit for purpose, appropriate for the task, suitably marked and, in many cases, subject to statutory periodic 'thorough examination'. Records must be kept of all thorough examinations and any defects found must be reported to both the person responsible for the equipment and the relevant enforcing authority.

The Personal Protective Equipment at Work Regulations 2022 amend the 1992 Regulations

Employers have duties concerning the provision and use of personal protective equipment (PPE) at work.

PPE is equipment that will protect the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment (RPE).

Please note: Employers responsibilities to workers on providing PPE are changing from 6 April 2022.

The Personal Protective Equipment at Work Regulations 2022 amend the 1992 Regulations to extend employers' and employees' duties in respect of PPE to a wider group of workers.

Procurement Regulations

Directives, regulations, policies and guidance relating to the procurement of supplies, services and works for the public sector.

[Public procurement policy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/public-procurement-policy)

Contract Standing Orders Standing Orders for the Regulation of Contracts

These [Contract Standing Orders \(CSOs\)](#) are part of the Fire Authority's Constitution and must be applied in the procurement and disposal of goods, materials and services and in the execution of works.

The objective of these CSOs is to ensure that contracts are obtained on the most favourable terms, having due regard to quality, service and fitness for purpose. All procurement and disposal procedures must:

- Achieve best value for money;
- Be consistent with the highest standards of integrity;
- Ensure fairness and transparency;
- Comply with all legal requirements; and
- Support the Fire Authority's corporate aims and policies.

Note: legislation relating to buildings and facilities management is referred to in the Property Plan 2021-25.

Monitoring and Review

Internal processes and management arrangements will be subject to both internal and external audits and reviews.

We will challenge our performance by a variety of methods including service reviews, budget reviews, peer reviews and equipment and vehicle reviews. We will also seek to benchmark our provision against our peers and industry.

Feedback from review and audit will be taken into account when determining future asset provision and general arrangements. Depending on the nature of the feedback, actions will be either programmed into department business plans for medium to long term implementation, or alternatively into local action plans for immediate and short-term issues.

Each plan linked to this Asset Management Strategy will be reviewed each year, and regular updates presented to the Strategic Leadership Board (SLB) and/or the Fire Authority.





HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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